

Cornerstones for Kids

Workforce Planning Tool Kit: Strategy and Implementation

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Submitted by:



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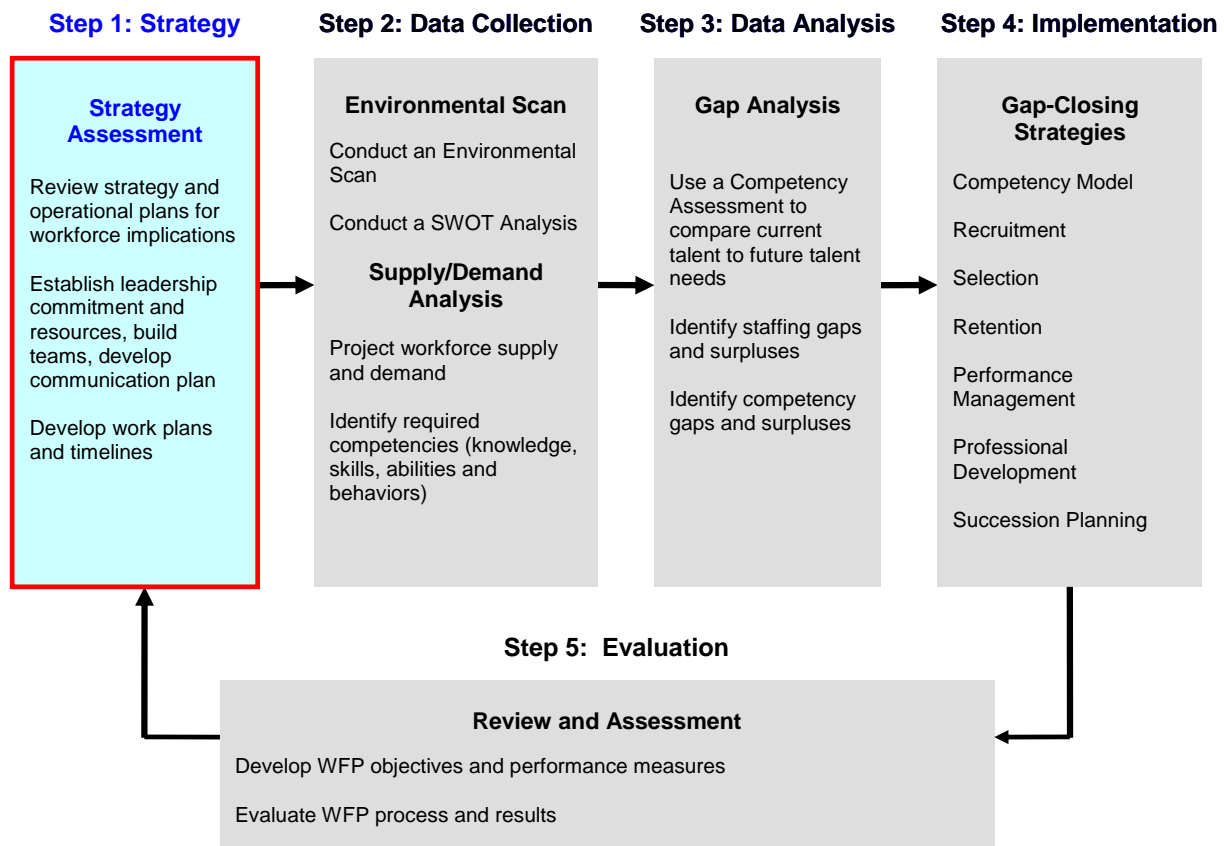
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Workforce Planning Strategy and Implementation – Overview

Figure 1: Workforce Planning Steps



We designed this Tool Kit for public-sector and non-profit human services administrators and human resources professionals who want to take a comprehensive approach to addressing workforce issues. The information and guides in this Tool Kit can be used whether you employ an all public-sector and non-profit workforce, a contracted-out service delivery workforce, or a combination of private and public workforce. Similarly, this Tool Kit and the principles of the Workforce Planning model will work in agencies of all sizes – although you may have to modify slightly some of the concepts in a smaller organization.

The *Strategy and Implementation Tool Kit* will help you develop your strategy to design and implement a workforce plan for your agency. This Tool Kit covers Step 1 in our Workforce Planning (WFP) model, above. In this step, you'll review your agency's strategic goals,

assess the workforce implications of those goals, and map out an implementation plan to build the workforce you need to accomplish your strategic objectives.

To a large extent, Step 1 focuses on the *project management* of Workforce Planning. There are a variety of project management methodologies and tools. Our objective with this Tool Kit is not to provide you with one definitive project management method, but rather to give you some ideas and sample tools, and remind you of project management best practices to consider in designing and implementing your workforce plan.

The *Strategy and Implementation Tool Kit* will help you:

- Link your WFP process and goals to your agency's strategic plan and objectives.
- Develop an organizational structure that supports Workforce Planning.
- Develop a WFP implementation work plan.
- Develop a timeline for implementing your workforce plan.
- Develop a communication plan for your WFP implementation.

Introduction to Strategy and Implementation

The first steps in any Workforce Planning (WFP) effort are to:

- Integrate your Workforce Planning process with your agency's strategic objectives.
- Determine the goals you hope to accomplish with your workforce plan.
- Establish performance measurements in order to evaluate the success of your workforce plan.

It's important to keep in mind that WFP is not a one-time event; it's about developing competencies to address workforce issues over time. Depending on the size and complexity of your organization, and the thoroughness of your workforce planning analysis, you might expect to spend several months working through the first three steps of the Workforce Planning process. Implementing your gap-closing strategies and evaluating the process may require several additional months – perhaps years – depending on the complexity of the strategies you implement and the need to keep continuously improve them. Although certain gap-closing strategies may lend themselves to early implementation – allowing you to pick the “low-hanging fruit” – working through the entire Workforce Planning process strategically will have long-term benefits.

What's in the Tool Kit?

- A [Strategy and Implementation Overview](#) with links to the appropriate tools.
- Instructions and hands-on tools to assist your agency in developing its Workforce Planning implementation and evaluation strategy.
- Sample Worksheets, Templates and Timelines.
- Further reading and online resources.

Strategy and Implementation Overview

To Complete This Step:	Use These Tool:
1. Link your workforce plan and performance measures to your agency's strategic plan.	<ul style="list-style-type: none"> ▪ <i>Linking Workforce Planning to Strategic Planning</i> ▪ <i>How Strategic Planning Can Impact the Workforce</i>
2. Build your WFP Team.	<ul style="list-style-type: none"> ▪ <i>Workforce Planning Team Organization Chart</i> ▪ <i>Guidelines for Building your Workforce Planning Team</i> ▪ <i>Workforce Planning Team Matrix</i> ▪ <i>Workforce Planning Teams – Roles and Responsibilities</i>
3. Develop WFP implementation and evaluation Work Plan.	<ul style="list-style-type: none"> ▪ <i>Sample: WFP implementation Work Plan</i> ▪ <i>Sample Action Plan: Addressing a Specific Workforce Challenge</i> ▪ <i>Sample Sub-Team Action Plan: Implementing a Leadership Development Program</i>
4. Develop WFP Implementation Timeline.	<ul style="list-style-type: none"> ▪ <i>Worksheet: Building your WFP Timeline</i> ▪ <i>Sample: Workforce Planning Timeline Gantt Chart</i> ▪ <i>Sample WFP Timeline with JDAI Program Reform Steps</i>
5. Develop WFP Communication Plan.	<ul style="list-style-type: none"> ▪ <i>Sample Communication Plan Outline</i> ▪ <i>Worksheet: Communication Plan Steps/Events Sequence</i> ▪ <i>Sample Gantt Chart: Communication Plan Steps Aligned with WFP Steps</i>



Throughout the Tool Kit, we've used this symbol to indicate the steps and tools listed in the overview table above.

Introduction to Workforce Planning

Before walking through the process for developing an implementation and evaluation strategy for your workforce plan, it's constructive to establish a common foundation and understanding of Workforce Planning:

Workforce Planning is the process of ensuring that an organization can achieve its mission by having the right people with the right skills in the right places at the right times.

Operationally, Workforce Planning is a systematic process for identifying the human capital required to meet organizational goals and developing the strategies to meet these requirements.¹ Workforce Planning also includes the logical next step – identifying how to eliminate these talent gaps and develop the competencies needed for success.

This is particularly important in human services agencies where the introduction of new reforms, changing expectations, refocused program emphasis, new client populations, and the demand to become “outcome oriented” may require the workforce to have new and different skills and competencies.

Workforce Planning is more critical than ever today, to prepare agencies for the workforce crisis that is being created by profound demographic shifts. At the macro level, for example, there are more than 80 million baby boomers in the United States today, accounting for almost 28 percent of our nation’s population. As these boomers begin to retire in large numbers, the entire nation will face a workforce crisis because there are only 40 million in the population to replace the baby boomers.

Moreover, as the nation’s population and workforce increasingly diversify, agencies will need to adapt their cultures, management and human resources approaches to this diversity. The agencies that do this in a carefully planned way will succeed in attracting and retaining talent. Those that don’t evolve face the very real risk of failing to achieve their mission, and their potential.

It’s important to keep in mind that WFP is not a one-time event; it’s about developing competencies to address workforce issues over time. Agencies that commit to the development of a workforce plan will gain a thorough understanding of their current workforce and will identify the competencies that will move the agency forward. Workforce planning puts the agency “one step ahead”, resulting in informed staffing decisions that benefit the agency in both the short term and long term. More importantly, it helps recognize the most effective and efficient use of employees in creating a workforce that is and will continue to be flexible and responsive.

Baby Boomers and Public-Sector Workforce Planning

The crisis of retiring “baby boomers” will hit government first because public sector workers are, on average, older than private sector workers. Plus, most public servants can retire earlier than their private sector colleagues. It is anticipated that over one million baby boomer human service workers will be eligible for retirement.¹ But the workforce challenge is not simply about the overall worker shortage. Many of the baby boomer retirees will be the public sector’s most experienced and talented leaders. As these people leave the workforce, agencies will need to retain and transfer their knowledge. To succeed, public sector agencies must build their leadership pipelines now.

¹ CPS Human Resource Services. 2006. [Workforce Planning Overview](#).
See also: CPS Human Resource Services. 2005. [Building the Leadership Pipeline in Local, State and Federal Government](#).

¹ National Academy of Public Administration. May 2000. *Building Successful Organizations: A Guide to Strategic Workforce Planning*. www.napawash.org/publications.html.

Tool 1 – Integrating Workforce Planning into your Agency’s Strategic Plan

The first steps in any Workforce Planning effort are to integrate your Workforce Planning process into your strategic planning process, and to determine the goals and performance measures for your workforce plan.

Strategic planning is your agency’s road map to accomplishing its long-term goals; it details what specific strategies, approaches and methodologies you’ll use to achieve these goals. This road map will lead your agency from where it is now to where it would like to be in the next 1-3 years.

The time to think about Workforce Planning is at the beginning – when you first start building your agency’s strategic plan. When making organizational changes implicit in strategic planning, your workforce must be part of your decision-making process.

In developing your strategic plan:

- Identify how each strategy will impact your workforce.
- Think about how your strategies will impact the different levels of your workforce – frontline workers, supervisors, managers and executives.
- Keep in mind how your workforce will be affected in the major human resources (HR) areas: recruitment and selection; performance management and professional development.
- Determine which workforce issues you need to address in order to achieve your strategic objectives.

On the next two pages, you’ll find two matrixes that illustrate the link between an agency’s workforce plan and performance measures and its strategic plan:

- [How Strategic Planning Can Impact the Workforce](#)
- [Linking Workforce Planning to Strategic Planning](#)



How Strategic Planning Can Impact the Workforce

Strategic Goal ²	Some Strategies to Accomplish Goal ²	Workforce Implications
Programmatic Goal: Improve the well-being of children, adults and families by increasing permanency and stability for children in the child welfare system, individuals with developmental disabilities, those at risk of homelessness, victims of domestic violence, refugees and the elderly.	<ul style="list-style-type: none"> Provide preventive services and support through an integrated service network. Ensure IT supports integrated service delivery and assists employees in effectively meeting the needs of children, adults and families. Increase customer involvement in service delivery. 	<ul style="list-style-type: none"> Frontline workers will need to improve in the competency areas necessary to implement goal. Frontline supervisors/workers will need to develop processes to better integrate service delivery. IT staff will need to expand capacity of service-tracking system and reporting functions. Frontline workers/supervisors will need more time to involve customers in service delivery and to develop processes for doing so.
Workforce Goal: Create a Department culture and infrastructure that supports employees, promotes excellence and fosters culturally and linguistically appropriate human service delivery.	<ul style="list-style-type: none"> Develop and implement a comprehensive approach to employee recruitment, selection, development, recognition, and retention in order to increase staff retention, reduce turnover and increase the percentage of internal promotions. Ensure that the Department attracts and retains employees with the ability to meet the unique needs of customers with limited English proficiency. Develop and implement an exit interview survey and utilize data to improve recruitment and retention outcomes. 	<ul style="list-style-type: none"> All staff will need to create an individual development plan and participate in training and development opportunities to improve effectiveness. All staff will need to incorporate competencies into their performance and development plans. HR staff will need training on competency model. HR will have to develop effective screening tools in order to hire qualified employees, including those with Spanish-language proficiency.
Operational Goal: Improve communication and collaboration within the Department and with other stakeholders including clients, other agencies, and the broader community in order to improve customer access, service, outcomes and satisfaction throughout the state.	<ul style="list-style-type: none"> Enhance the use of the Intranet of staff communication including specific information on agency projects such as service integration. Engage community network teams, families and other community partners in all aspects of social service planning, implementation and evaluation. Ensure that employees and customers have the appropriate tools to improve outcomes for customers with limited English proficiency, including forms and documents in the necessary translations. 	<ul style="list-style-type: none"> Program staff will need to develop content on service integration for Intranet. Add formal training session on Department Intranet to new-employee orientation. Management and frontline supervisors will need time to participate in planning teams and roundtable sessions on community involvement of service delivery. Bi-lingual staff will need to assist in keeping translated forms and documents up to date. IT staff will need to update Intranet to reflect current translated forms and documents.

² Arizona Department of Economic Security. 2006. [Five Year Strategic Plan SFY 2007-2011](#).



Matrix: Linking Workforce Planning to Strategic Planning

HR-Specific Strategic Plan Steps ³		Associated Workforce Planning Step		Performance Measures
Mission	To promote the safety, well being & self sufficiency of children, adults and families	Strategy Assessment	<ul style="list-style-type: none"> Review strategic plans Determine workforce implications related to strategic and operational plans 	<ul style="list-style-type: none"> Workforce plan is integrated into strategic plan Workforce Planning policy statement incorporates agency's vision and values statements
Value statements	<ul style="list-style-type: none"> We value our employees We are inclusive in our decision making We ensure staff are trained and supported to do their jobs 			
Environ. Scanning	SWOT analysis of the agency/organization	Data Collection – Environ. Scan & SWOT Analysis	<ul style="list-style-type: none"> SWOT analysis of the workforce Supply and Demand Analysis 	SWOT Analysis and Supply and Demand Analysis completed in first 3 months
Strategy Formulation	Qualified employees are a good investment to prevent the costs of turnover, retraining and low morale	Data Analysis – Gap Analysis	Identify talent needs	Gap Analysis recommendations to Steering Committee within 6 months of start of planning project
Strategy Formulation	Attracting, developing and retaining qualified employees	Implementation – Gap-Closing Strategies	Competency Model	Competency model implemented in recruitment process for targeted positions
Evaluation	Accountability and outcomes	Review and Assessment – Evaluation	Monitor and review workforce plan	Quarterly reports are supplied to Steering committee, lessons learned completed at end of one year cycle and report to Steering committee and recommendations for ongoing workforce planning for next year.

³ Arizona Department of Economic Security. 2006. [Five Year Strategic Plan SFY 2007-2011](#).

Tool 2 – Building a Workforce Planning Team

Your Workforce Planning Team is the core group who will design, implement and evaluate your agency's WFP process. Using a team approach improves the quality, applicability and understanding of assumptions, data, options and decisions.

The role and responsibilities of the WFP Project Team are to:

- Design the WFP Implementation and Evaluation Plan.
- Ensure implementation of the WFP process.
- Evaluate the WFP process and make appropriate changes.

You can use the templates on the next seven pages to help you put your Workforce Planning team together.

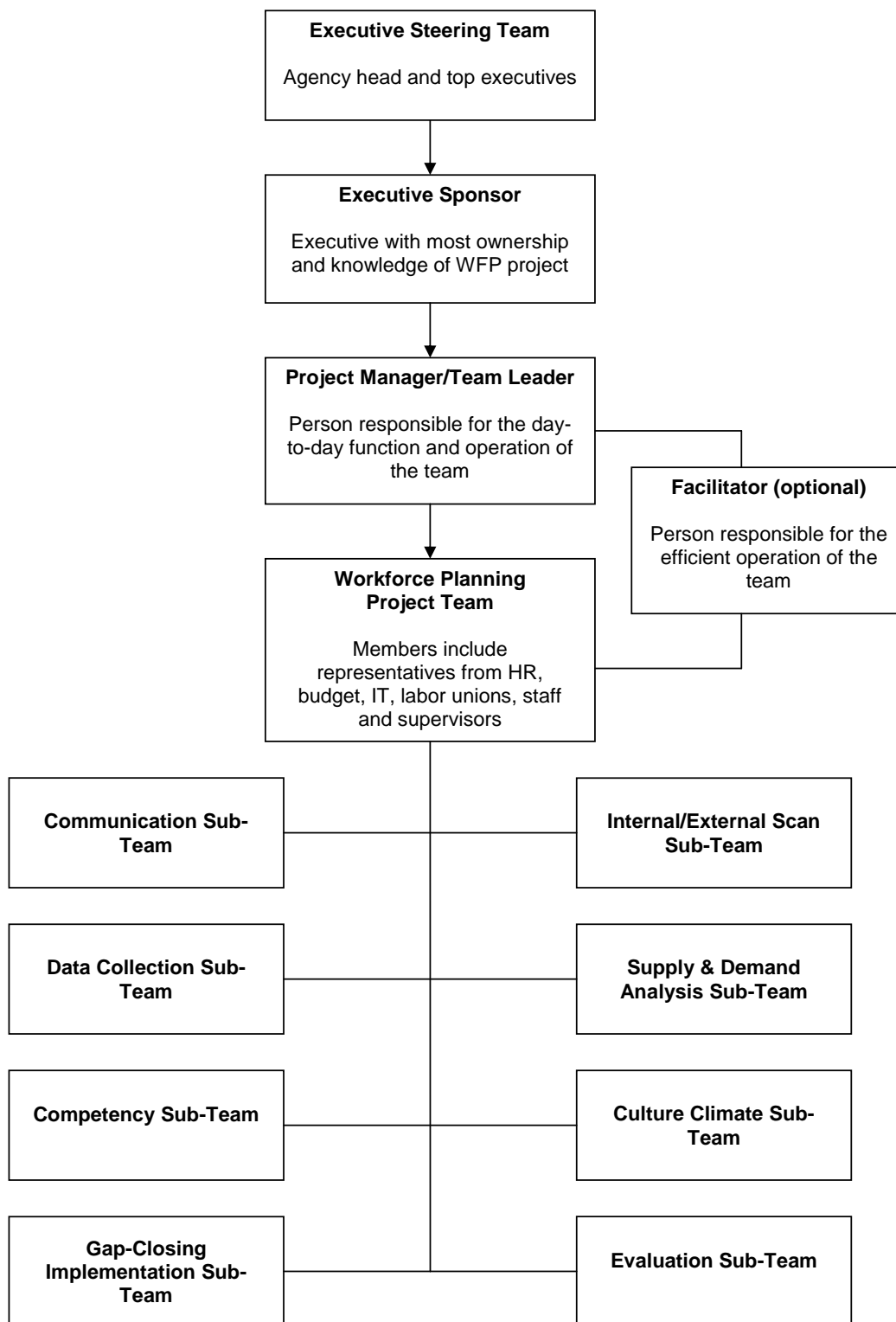
- [Workforce Planning Team Organization Chart](#)
- [Guidelines for Building your Workforce Planning Team](#)
- [Workforce Planning Team Matrix](#)
- [Workforce Planning Teams – Roles and Responsibilities](#)

Organization Chart Guidelines

- The Executive Steering Team is an oversight team made of the highest level of leaders in your agency. It primarily provides direction and resources.
- The Workforce Planning Project Team is the major working team. It's comprised of the mid-level managers for IT, HR and Budget, as well as a representative cross-section of supervisors and staff (e.g. union representative, HR staff). This team is charged with collecting all of the information and preparing a final WFP report to be reviewed and acted on by the Executive Steering Team.
- The third level includes the Sub-Teams – these are working groups, probably with overlapping members, where the actual work of implementing your WFP gets done. The number and membership of these teams is flexible. Each Sub-Team should:
 - Have one or more members of the Workforce Planning Project Team.
 - Be led by a Workforce Planning Project Team member.
 - Include non-Workforce Planning Project Team staff as needed, such as data experts, software experts and financial staff.
 - Workforce Planning Team members could serve on one or more sub-teams, as could non-Workforce Planning Team staff.
 - In a small agency, there may not be any sub-teams and everything would be done by the Workforce Planning Project Team.



Workforce Planning Team Organization Chart





Guidelines for Building your Workforce Planning Team

- It is important to ensure commitment from top management and leadership to lead the Workforce Planning process, ensure alignment with strategic directions, and hold managers accountable for carrying out Workforce Planning and using the results.
- Top managers can gain support by sharing their vision of the future organization and articulating how WFP will benefit the organization and individual employees.
- It is equally important to get buy-in from program managers who have much to gain from the benefits of WFP. Engage program managers by asking them to lead the WFP in their program areas.
- Line managers and employees who are involved in developing and implementing the strategic Workforce Planning process not only buy in, but also are in a position to promote the program with other line managers and employees.

Checklist for Building your Workforce Planning Team

My Workforce Planning Team/s include:

- ☒ A diverse mix of management and employees that represent various organizational levels, functional areas and locations.
- ☒ Line managers who oversee areas with critical hiring needs and/or retirement vulnerability will be involved in this Workforce Planning cycle.
- ☒ Line staff including both recent hires and those employees with more experience.
- ☒ Gender and racial mix.
- ☒ Multi-generational mix.
- ☒ Dedicated and knowledgeable staff – use the approach of the “best and the brightest” to select team members.
- ☒ Those with specific expertise needed to implement WFP – HR, IT, Finance.
- ☒ Union representatives, as appropriate.



Workforce Planning Team Matrix

Team Member	Who This Is	Team Role/Responsibilities	Why Include Them
Executive Sponsor	A high-ranking manager – it may be a department director, team leader, or human resources manager. This person has the authority to make decisions and understands operations.	<ul style="list-style-type: none">▪ The individual with the most ownership of the project.▪ Oversee creation and completion of the WFP.▪ Has the ability to obtain resources to accomplish the project.▪ Provide guidance and direction for the WFP effort.▪ Communicate progress internally and externally.▪ Ensure the linkage between strategic plans and workforce plans.▪ Include HR in strategic WFP.	<ul style="list-style-type: none">▪ Create a link to top management and outside stakeholders.▪ Provide clear communication.▪ Smoothly integrate the WFP with the agency's strategic initiatives.
WFP Project Manager	Ideally, a manager with skills in communication, organization development, project management, and use of software tools.	<ul style="list-style-type: none">▪ Ensure coordination among WFP initiatives.▪ Provide standardized guidelines and training for WFP participants and for line managers and employees in Workforce Planning and related HR topics.▪ Provide a mechanism for coordinating and collaborating with all units, facilitating the gathering of and sharing of innovative practices.▪ Manage accountability for the WFP progress.▪ Lead the effort to maintain and update the plan.▪ Lead the communication strategy.▪ Prepare and provide/present/share reports.	<ul style="list-style-type: none">▪ Provides Project Management Skills▪ Assists Executive Sponsor

Team Member	Who This Is	Team Role/Responsibilities	Why Include Them
Top Leaders – Executive Steering Team	Agency Head and Director-level and above: Operations; Program; HR; IT; Finance	<ul style="list-style-type: none"> Identify the desired WFP change, the reasons for it, the expected benefits, and the impact the change may have on employees. Maintain commitment to the WFP and communicate that commitment. Provide leadership attention to accountability for implementing the WFP. Establish priorities for resource allocation for human capital efforts. Develop Goals and Performance Measures for WFP Provide the necessary resources and allow time for the changes to occur, but hold staff accountable for performance. 	<ul style="list-style-type: none"> Recognize the need for Workforce Planning. Demonstrate commitment to WFP. Provide the resources to make WFP happen. Provide the vision of the future direction of the organization.
Workforce Planning Project Team	Line Managers, staff from HR, IT, Finance/Budget; Union Reps; employees	<ul style="list-style-type: none"> Develop and participate on sub-teams for the various Workforce Planning steps. Receive reports from sub-teams and incorporate information into overall workforce plan. Provide periodic reports on status of Workforce Planning to Executive Sponsor and Executive Steering Team. Manage the overall Workforce Planning project for the agency Prepare status reports as needed Conduct an annual evaluation of the workforce plan Conduct lessons-learned focus group and provide a written report on lessons learned 	This cross-departmental team including staff and management will ensure the buy-in of the agency for Workforce Planning and integrate the WFP needs into the strategic planning process.
Line Managers	Line Managers and frontline supervisors	<ul style="list-style-type: none"> Work with HR to gather data, identify gaps that exist in the current workforce when compared to future requirements, determine priorities in key areas, and offer creative strategies for action plans. Participate in the development of WFP plans/initiatives. Integrate WFP initiatives into unit business plans. Implement the action plans in own operational area. Demonstrate commitment, support and leadership, and allocate local resources. 	<ul style="list-style-type: none"> Provide a valuable source of organizational information. Provide them with ownership of WFP. Line Managers will use WFP to align HR actions (recruitment, training) with strategic goals and objectives. Identify key competencies. Responsible for implementing the WFP action plans in their operational areas.

Team Member	Who This Is	Team Role/Responsibilities	Why Include Them
Employees	Employees involved in the specific positions affected by Workforce Planning	<ul style="list-style-type: none"> Provide feedback and share information and knowledge. Be involved in developing proposed solutions in the unit. 	Employees are a valuable source of information about the work – the duties and responsibilities and the competencies required to do the work.
HR	Director of HR may serve on the Workforce Planning project team and HR staff may serve on sub-teams	<ul style="list-style-type: none"> Participate in the development of the WFP and unit-specific initiatives. Provide necessary workforce data. Work with line managers as partners to identify needs, competencies and gaps that exist in the current workforce when compared to future requirements. Assist in developing strategies, solutions and alternatives to address the issues. Provide human resources policy development expertise. Provide advice on techniques and strategies for addressing workforce challenges, and other specialized support. Provide input for issues related to recruiting and retaining racial and ethnic minorities, women and persons with disabilities, and related diversity issues. 	<ul style="list-style-type: none"> HR can become more informed about the agency's core business and strategic initiatives. HR drives the data collection process, providing demographic data, retirement projections and turnover information. HR often follows up with the departments on the completion of their workforce plans. HR will be involved at the agency level in the development of the overall WFP.
IT	IT Manager	<ul style="list-style-type: none"> Provide information on current Workforce Planning data available; whether it's automated, etc. Help automate the collection and reporting of Workforce Planning data. 	Will provide programming needed to extract employee information from the HRIS or payroll system.

Team Member	Who This Is	Team Role/Responsibilities	Why Include Them
Budget	Budget Manager	<ul style="list-style-type: none"> Provide budget information including the number of positions allocated. Identify possible funding sources for WFP process costs. 	<ul style="list-style-type: none"> Ensure the linkage between the budget and WFP. Provide a source of knowledge on budget information including funding sources and the number of positions allocated. Workforce plans provide a sound basis for justifying budget and staffing requests, since there is/will be a clearer connection between objectives and the budget and human resources needed to accomplish them.
Union	Elected Union representatives	<ul style="list-style-type: none"> Participate with agency management to identify and resolve issues related to action strategy implementation through collaborative efforts and/or collective bargaining. May serve on the Workforce Planning Project Team 	Informing union representatives early in the WFP process of the intent and expected results of the WFP will smooth discussions regarding implementation of gap-closing strategies .



Workforce Planning Teams – Roles and Responsibilities

Team Name	Team Members	Roles and Responsibilities
Executive Steering Team	<ul style="list-style-type: none"> Head of Agency Director Level and above Executive Sponsor Workforce Planning Manager 	<ul style="list-style-type: none"> Provide Guidance and direction for the WFP effort Ensure linkage between strategic plan and WFP Ensure resources are available for planning and committee work
Workforce Planning Project Team	<ul style="list-style-type: none"> Line Managers HR, IT, Budget analysts/staff WFP Project Manager 	<ul style="list-style-type: none"> Develop sub-teams Receive sub-team reports and incorporate into WFP Provide updates on the status of Workforce Planning to the Executive Sponsor
Communications Sub-Team	<ul style="list-style-type: none"> WFP Project Manager Executive Sponsor 	<ul style="list-style-type: none"> Develop communication plan for agency
Internal/External Scan Sub-Team	<ul style="list-style-type: none"> HR IT Budget analysts 	<ul style="list-style-type: none"> Conduct an external scan of workforce issues Conduct an internal scan of workforce demographics, current skills, competencies and labor relations issues and organizational climate Turnover statistics Budget implications of workforce issues
SWOT Sub-Team	<ul style="list-style-type: none"> HR WFP Project Manager Employees Union reps Frontline Managers/Supervisors 	<ul style="list-style-type: none"> Determine agencies Strengths, Weaknesses, Opportunities and Threats through focus groups, online surveys
Supply and Demand Sub-Team	<ul style="list-style-type: none"> HR Frontline Managers 	<ul style="list-style-type: none"> Determine current workforce supply Determine workforce demand for the future Determine staffing resources available Determine gap between supply and demand
Competency Sub-Team	<ul style="list-style-type: none"> HR Frontline Managers Top Leaders Frontline employees 	<ul style="list-style-type: none"> Determine competencies for future needs for critical positions in the agency

Team Name	Team Members	Roles and Responsibilities
Culture Climate Sub-Team	<ul style="list-style-type: none"> ▪ HR ▪ Line Managers ▪ Executive Sponsor 	<ul style="list-style-type: none"> ▪ Develop an employee attitude survey for the agency ▪ Conduct focus groups to determine questions for the survey and issues
Gap-Closing Implementation Sub-Team	<ul style="list-style-type: none"> ▪ HR Director ▪ HR Staff ▪ Executive Sponsor ▪ WFP Project Manager ▪ Front managers 	<ul style="list-style-type: none"> ▪ Develop competency model for the agency ▪ Implement competency-based recruitment and selection, performance management and training and development ▪ Re engineering of work to meet strategic objectives
Evaluation Sub-Team	<ul style="list-style-type: none"> ▪ Executive Steering Team ▪ Executive Sponsor ▪ WFP Project Manager ▪ Support staff 	<ul style="list-style-type: none"> ▪ Develop project outcomes and measure success against plan

Tool 3 – Developing a WFP Implementation Plan

The real “meat” of your Workforce Planning efforts will be in developing your implementation Work Plan. In putting together this plan, you will map out how you’ll actually execute your Workforce Planning process. To do this, you will identify:

- The scope and objectives of your workforce plan.
- The metrics you’ll use to determine your plan’s success.
- The resources it will take to execute your workforce plan.
- The timeframe for your plan and guideposts for completing tasks.
- The staff who will be executing your plan and what their responsibilities will be.

It’s important to keep in mind that there is no one best approach to Workforce Planning – you’ll need to customize your workforce plan to fit your agency given its unique culture, history and environment.

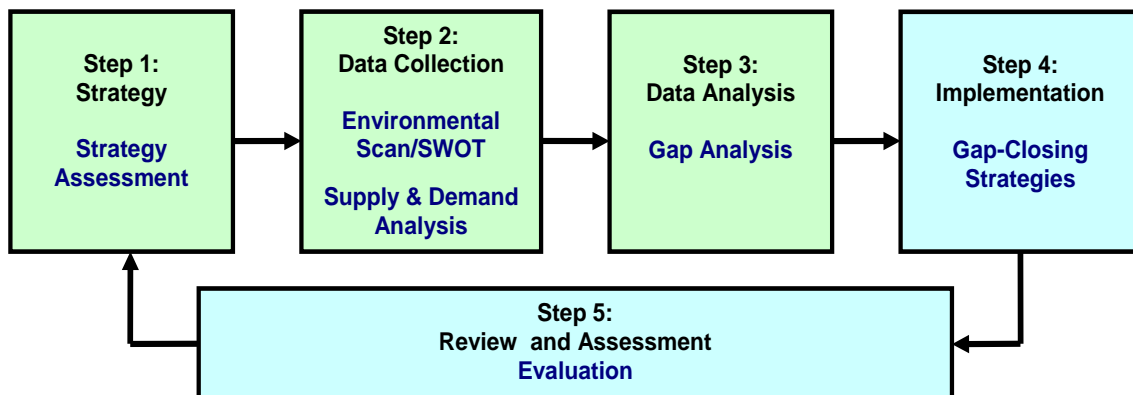
WFP Implementation Phases

Your WFP implementation plan will have two phases:

1. Phase I: Assessment
2. Phase II: Implementation and Evaluation

Phase I will include the first three steps of our WFP model; Phase II, Steps 4 and 5 (see Figure 2 below).

Figure 2: Workforce Planning Steps



Assessment in Phase I will include:

- [Strategy Assessment](#) – Review your strategic plans and the workforce implications of these plans.
- [Environmental Scan](#) – Conduct a SWOT analysis and a supply and demand analysis.
- [Gap Analysis](#) – Analyze your current talent against your future needs.

Implementation and evaluation includes:

- [Gap-Closing Strategies](#) – Develop a competency model for your recruitment and selection, performance management, and training and development strategies.
- [Evaluation](#) – Establish performance measures to determine the success of your workforce plan.

Building an Implementation Work Plan

Your WFP Project Team will be the core WFP “project management” group. Your WFP Project Team will:

- Design the WFP strategy and implementation plan.
- Ensure implementation of the WFP process.
- Evaluate the WFP process and the success of plan objectives and make appropriate changes.

Using a team approach improves the quality, applicability and understanding of assumptions, data, options and decisions.

To map out your WFP strategy and implementation, you can build a *Work Plan* that includes:

- The tactics needed to accomplish each objective.
- The person or group responsible for completing each tactic.
- The timeframe for completing each tactic.
- The status of the work required for each tactic.
- The performance measures you’ll use to gauge the success of each tactic.

By including performance measures in the Work Plan, your WFP Project Team can use it for progress reporting to the Steering Team and other stakeholders.

Establishing Goals and Evaluating Results

An integral component of your implementation Work Plan is to establish clear Workforce Planning goals and the performance measures necessary to evaluate their success.

Evaluating results and making adjustments are implicit in Workforce Planning. If an organization does not systematically review its Workforce Planning efforts, it runs the risk of not responding to changes that occur incrementally – from within or due to unanticipated external impacts.

The evaluation process is much easier, more comprehensive, and more accurate if you incorporate it into your workforce plan from the beginning. Establishing a Workforce Planning Steering Team whose responsibilities include developing an evaluation process will ensure that your Workforce Planning Project Team will know what it is tasked with and what will be measured.

It is as important to conduct ongoing evaluation of your Workforce Planning process as it to conduct a [SWOT, Supply and Demand](#) and [Gap Analyses](#) before you begin implementing strategies. Agencies often jump directly to implementing gap-closing strategies without understanding their underlying workforce issues; this leads to ineffective strategies and wasted resources. Completing the SWOT, Supply and Demand and Gap Analyses is a developmental process that puts the tools in place to do ongoing planning, and action to have a high quality workforce. Conducting an evaluation of the Workforce Planning process is but another step towards the same objective. For more information about performance measures and evaluation, see the [Evaluation Tool Kit](#).

Project Management Considerations

Scope

- Identify how extensive your plan will be and how long it will take to implement. Your Workforce Planning model may be implemented agency wide, in a specific unit of your agency or for a specific job classification.
- Keep your strategies to a manageable number and prioritize them so that you can focus your agency's resources on the most important strategies first.

There are several factors that will influence which WFP strategies you'll choose:

Resources

- Identify the people and skills required and available to develop and implement your workforce plan, and for the planning process over time.
- Determine what resources (for example, databases, websites, structured templates, sample plans) are currently available and what you'll need to build from scratch.
- Pay close attention to technology and automation issues early in your WFP process, including defining system requirements and standardization issues. Other key automation issues you'll need to address early include:
 - Who are the users?
 - Who is going to update the database?
 - What skills will those updating the database need?
 - How often should updates be done?

Budgeting

Implementing your Workforce Planning objectives should be an integral part of your agency's budget process. This should include dedicating the funds necessary from year to year to implement the gap-closing strategies you've identified. Workforce Planning provides a sound basis to justify budget and staffing needs.

In order to ensure that your Workforce Planning continues to be funded, you'll need to demonstrate that the benefits of WFP outweigh any costs incurred. One way to gauge how much Workforce Planning will cost is to ask other agencies what it cost them to conduct their WFP efforts.

You can also use the data and information you gather during the Assessment Phase to determine how expensive it would be to *not* implement Workforce Planning. For example, you can calculate how much unwanted turnover is costing your agency, and then determine how much it would cost to develop specific turnover-reduction strategies. By comparing the two, you'll be able to calculate a basic "return" on your Workforce Planning investment. (See the [Turnover Tool Kit](#) for more details on how to do this.)

Some Ideas on Cost

In a telephone survey on WFP initiatives, we found that most agencies used internal staff to create their workforce plan:

- In Georgia, the state's Department of Human Resources found that, "In the beginning of the statewide initiative it was a very serious, significant effort – 750-1,000 hours to learn the system. Each year, it now requires ongoing tweaking about 80 hours per year. This year is the first time we aligned the workforce plan with the strategic plan and I think next year a full analysis will be necessary on the success of the plan so that may require between 160-180 hours."
- The Wisconsin Department of Health and Family Services has 6,200 full time employees. It took an estimated 1,000-2,000 hours to complete the workforce plan. This did not include implementing the plan.
- At the National Institute for Allergy and Infectious Disease, the committees and sub-committees spend about 4-6 hours per month on Workforce Planning implementation. Developing their competencies took 5-7 staff 8-12 hours for each of their 37 occupational groups.

CPS Human Resource Services. October 2006. Workforce Planning Telephone Survey Report.

Below you'll find a [Sample WFP Implementation Work Plan](#) to help you map out your WFP strategy and implementation. Following that, we've included two [Sample Action Plans](#) ([Addressing a Specific Workforce Challenge](#); [Sub-Team Action Plan](#)). The first illustrates how you can use the WFP model to address specific workforce challenges. The second shows how a Gap-Closing Implementation Sub-Team might use the action plan to capture SWOT data and map out a plan for implementing a Leadership Development Program.

Action Plans transform your information gathering and brainstorming to a task-by-task plan to achieve a desired outcome. There are a number of formats for action plans, although most action plans contain similar components including:

- A statement of the goal or action. For example, to implement a Leadership Development Program.

- A list of tasks that need to be completed to achieve the goal. Tasks could include developing a training curriculum, training instructors, creating an application process, scheduling courses, conducting courses, and evaluating the courses.
- Identifying the person(s) responsible to complete each task. Assigning the completion of the task to one individual will increase the chances that the task will be completed in a thorough and timely manner.
- Additional resources that may be needed. This area provides an opportunity to list resources that may be needed to complete the task, such as a training budget, information technology staff support, or technology tools.
- A timetable for completion. A timetable for completion of the tasks helps demonstrate the urgency of the need and keeps the action plan project on track.
- A framework to measure progress. What gets measured gets done. How will the successful completion of the work plan be measured? For example, a Leadership Development Program might be considered a success if 75 percent of the employees participate in the program.



Sample WFP Implementation Work Plan

Workforce Planning Step	Tactics	Person(s) Responsible	Timetable	Status (Not Started Started Completed)	Performance Measures/Milestones (Evaluation)	Considerations
Phase I – Assessment						
Develop Strategy for Implementing WF Plan	Build WFP Team	Agency's Executive Team	September 2006	Completed	Agency has created the Steering Team. Members appointed an Executive Sponsor and accepted nominations for the Workforce Planning Team	
	Develop overall timeline for workforce plan	Workforce Planning Team and Executive Sponsor	October 2006	Started	Workforce Planning Team has created first draft of timeline	This timeline will be revised throughout the process as needed
	Link workforce plan to agency's strategic plan	Steering Team and Workforce Planning Team	October 2006	Completed	Steering Team has approved the Workforce Planning Team's focus based on the strategic plan	
	Develop Communication Plan for WFP	Executive Sponsor and Workforce Project Manager	November 2006	Completed	Plan submitted and approved by Steering Team	
	Develop WFP implementation Work Plan	Workforce Planning Team and Executive Sponsor	November 2006	Completed	Project Manager and Executive Sponsor have reviewed and approved the plan for implementation	
	Launch WFP process – issue WFP Policy Statement	Steering Team and Communication Sub-Team	December 2006	Completed	Newsletters, town hall meetings on the WFP process conducted	

Workforce Planning Step	Tactics	Person(s) Responsible	Timetable	Status (Not Started Started Completed)	Performance Measures/Milestones (Evaluation)	Considerations
<u>Conduct Internal/External Environmental Scan</u>	Assess current workforce: gather demographic data from payroll and HRIS systems.	HR Director	December 2006	Completed	Complete list of demographic data (gender, age, years of service, etc.) for current workforce.	This could be provided by HR staff
	Develop robust method for producing and maintaining updated reports on workforce demographics.	HR Director	On-going	Not Started	User-friendly access to HR information and ability to generate up-to-date reports	Need IT programming support
	Identify the types of external information to collect for your Environmental Scan and potential sources of this information	WFP Project Manager or HR Director	January 2007	Completed	List of external factors to be researched	HR Director identified the factors to be researched
	Identify the types of internal (within your agency) information to collect for the Environmental Scan and sources of this information.	WFP Project Manager or HR Director with key member/s of Data Collection and Scan Sub-Teams	January 2007	Completed	List of internal factors to be researched	HR Director identified the factors to be researched
	Collect data on education, demographics, political/government, economic/social/cultural, geographic, and technology factors	WFP Project Manager and Internal/External Scan Sub-Team	January 2007	Started	Comprehensive lists of the internal and external factors that may impact the workforce (i.e. social, educational, demographic, cultural, political, or technology factors).	Each member Internal/External Scan Sub-Team was assigned to research one or more factor

Workforce Planning Step	Tactics	Person(s) Responsible	Timetable	Status (Not Started Started Completed)	Performance Measures/Milestones (Evaluation)	Considerations
Conduct SWOT Analysis	Explain process and share environmental scan findings	SWOT Project Manager and Sub-Team	February 2007	Not Started	Project Team demonstrates knowledge of environmental scan results and SWOT Analysis process	HR Director appointed Project Manager
	Identify organization's strengths, weaknesses, opportunities, and threats	SWOT Project Manager and Sub-Team	February 2007	Not Started	A comprehensive list of the organization's strengths, weaknesses, opportunities, and threats relating to the workforce	Project Team surveyed co-workers to develop a comprehensive lists strengths, weaknesses, opportunities, and threats
	Establish priorities and develop plan to address weaknesses and threats	SWOT Project Manager and Sub-Team	February 2007	Not Started	A list of the organization's top 5 strengths, weaknesses, opportunities, and threats relating to the workforce	Need to also develop a plan to address the weaknesses and threats
Conduct Supply/Demand Analysis	Conduct Division Surveys – collect internal data about projected resource requirements.	Supply/Demand Project Manager and Sub-Team	February 2007	Started	All Division Surveys received	
	Analyze turnover data	Supply/Demand Project Manager and Sub-Team	March 2007	Not Started	Turnover reports completed	Need to look at problem departments and assess why higher turnover

Workforce Planning Step	Sample Tactics	Person(s) Responsible	Timetable	Status (Not Started Started Completed)	Performance Measures/Milestones (Evaluation)	Considerations
Conduct Gap Analysis and Identify Gap-Closing Strategies	Conduct a Staffing Assessment	Supply/Demand Project Manager and Sub-Team	March 2007	Not Started	List of the positions where agency has a gap	
	Conduct a competency Assessment	Supply/Demand Project Manager and Sub-Team	March 2007	Not Started	List of competencies where agency has gaps	
	Based on turnover data, create a retention plan for child welfare workers	HR Director and Gap-Closing Implementation Sub-Team	May 2007	Not Started	Retention plan that includes metrics and costs	
	Based on competency gap assessment, develop a competency model for child welfare worker	HR Director and Gap-Closing Implementation Sub-Team	April 2007	Not Started	Competency model for recruitment, performance management and professional development	Expand to other positions
Phase II – Implementation and Evaluation						
Implement Gap-Closing Strategies	Implement a competency model to address competencies needed for child welfare worker	HR Director and Gap-Closing Implementation Sub-Team	September 2007	Not Started	Competency model established for child welfare worker	Need to develop a model for frontline supervisors
	Implement a recruitment plan that: <ul style="list-style-type: none"> Improves job fit by developing a Realistic Job Preview Creates a just-in-time pool of qualified candidates, including appropriate bi-lingual candidates 	HR Director and Gap-Closing Implementation Sub-Team	September 2007	Not Started	Recruitment plan developed with an increase in candidate pool by 20%; including 10% of candidates fluent in Spanish	

Workforce Planning Step	Sample Tactics	Person(s) Responsible	Timetable	Status (Not Started Started Completed)	Performance Measures/Milestones (Evaluation)	Considerations
	Implement retention plan for child welfare worker	HR Director and Gap-Closing Implementation Sub-Team	June 2007	Not Started	Retention plan developed and implemented; turnover rates reduced by 10% in first year after implementation	
Evaluate and Revise WFP	Work plan used for updates to Steering Team and Communications Sub-Team	WFP Team, WFP Project Manager, Executive Sponsor	Quarterly	Ongoing	Four quarterly reports are presented to the Steering Team.	Need to evaluate effectiveness of Gap-Closing Strategies, not just check off completed tasks.
	Lessons Learned	WFP Project Manager and WFP Team	December 2007	Not started	Formal report shared with WFP Team and Steering Team. Assess performance measures of Gap-Closing Strategies and make recommendations on how to improve implementation. Submit recommendations to Steering Team.	In conducting lessons learned meeting/focus group with the Steering Committee and the Workforce Planning Team, focus on learning from mistakes made in the process to improve our workforce planning skills.
	Final Report	WFP Project Manager, WFP Project Team	January 2008	Not started	Final Report approved by Executive Sponsor and submitted to Steering Team.	Need to make adjustments to assumptions, strategies, and action plans going forward.



Sample Action Plan: Addressing a Specific Workforce Challenge

Action Plan Goal(s)	<ul style="list-style-type: none"> Improve recruitment process so that there is a larger and better qualified applicant pool. Validate the competencies critical for the Child Welfare Caseworker. Preliminary identification of competencies completed during Supply/Demand Analysis. Strengthen selection process in order to select highly qualified employees. Address competency deficiencies by introducing new performance management system. 		
Key Challenge	<ul style="list-style-type: none"> Agency has not been able to consistently keep all child welfare vacancies filled. Also projects a huge surge (33 positions) of new positions needing to be filled immediately following budget authorization. The current workforce shows deficiencies in the critical competencies of Adaptability, Collaboration and Communications (specifically writing skills). 		
Executive Sponsor or Department Director		Date	

Action Strategies How will we address our key challenges?	Tactics/Tasks Required Specifically, how will the strategy/objective be accomplished? List the individual steps needed to achieve the goal	Person(s) Responsible Identify who is responsible to see that each task is completed	Additional Resources Identify any additional resources that are needed to complete the task	Timetable Specify when each task will be completed	Status Not Started Started Completed	Performance Measures/Milestones What measure will we use to determine successful completion of action items?
Improve recruitment process	Implement online recruiting	Recruitment/Selection Specialist.				We will have at least four qualified applicants for each vacancy to be filled
	Partner with local School of Social Work to develop Stipend Program	HR Director				Stipend program developed and implemented.
	Develop/implement strategy for campus recruitment/job fairs	Recruitment/Selection Specialist.				Attracting interested applicants

Action Strategies How will we address our key challenges?	Tactics/Tasks Required Specifically, how will the strategy/objective be accomplished? List the individual steps needed to achieve the goal	Person(s) Responsible Identify who is responsible to see that each task is completed	Additional Resources Identify any additional resources that are needed to complete the task	Timetable Specify when each task will be completed	Status Not Started Started Completed	Performance Measures/Milestones What measure will we use to determine successful completion of action items?
Validate the competencies critical for the Child Welfare Caseworker	Identify supervisors of exemplary employees, conduct focus groups, validate competencies.	Classification Specialist				Competencies are validated
	Communicate importance of competency model throughout agency	HR Director/Communications Director				Employees/supervisors will understand relevance and importance of competency model.
Strengthen selection process	Implement competency based behavioral interview protocol.	Recruitment/Selection Specialist.				Interview protocol will be implemented
	Develop questions/scoring process.	Recruitment/Selection Specialist.				Questions and scoring process developed and being used
	Train those who will conduct interviews	Recruitment/Selection Specialist.				Training completed
Address competency deficiencies	Develop new performance management process.	Assistant HR Director				New performance management system implemented.
	Train supervisors and employees on the new process.	Assistant HR Director				Training completed



Sample Sub-Team Action Plan: Implementing a Leadership Development Program

Action Plan Goal Describe the workforce planning issues identified by the SWOT Analysis that are addressed by this Action Plan		Implement a Leadership Development Program	
Weakness or Threat Describe which weaknesses or threats identified in the SWOT Analysis are being addressed by this Action Plan		50% of managers and supervisors are eligible for retirement and there is no existing mentoring program	
Strength or Opportunity Describe which strengths or opportunities from the SWOT Analysis will be employed to complete this Action Plan		The organization has an experienced and dedicated workforce, and a good training department	
Executive Sponsor or Department Director	Department Director	Date	January 3, 2007

Tactics/Tasks Required Specifically, how will the strategy/objective be accomplished? List the individual steps needed to achieve the goal	Person Responsible Identify who is responsible to see that each task is completed	Additional Resources Identify any additional resources that are needed to complete the task	Timetable Specify when each task will be completed	Status Not Started Started Completed	Performance Measurement List measures to be used to evaluate the success of the completion of the task
1. Meet with Leadership Team to get their approval and support for plan	Director of Human Resource Services	Demographic data on age of workforce and retirement statistics	January 12, 2007		Leadership Team approves plan and timetable and allocates resources
2. Create team to develop timetable and potential curriculum	Training Director	Time commitment of team members	February 23, 2007		Training curriculum developed and approved by February 23
3. Meet with union representatives to discuss program and get support	Director of Human Resource Services	N/A	March 2, 2007		Formal agreement of union support for program
4. Announce program; open enrollment and begin program registration	Training Director	Need technology staff to develop on-line course registration system	April 2, 2007		50% of employees registering for program
5. Conduct pilot course	Training Director	Class room; managers to	April 30, 2007		90% of course evaluations recommend

Critical Success Factors

By keeping in mind the following factors, you'll improve your chances of successfully implementing your workforce plan.

- **Top management/leadership support.** Workforce Planning cannot become a strategic process without support from top management.
- **Support from program managers and HR managers.** The process must be easy for managers to do and produce results that clearly benefit line managers. Provide something practical that managers can use immediately, such as a new interview tool to assess competencies.
- **Employee involvement.**
- **Timely, accurate and open communication.**
- **Link to other strategic planning processes.**
- **Availability of accurate input data.**
- **Detailed implementation plans.**
- **Keep it simple.** Identify those factors that your workforce plan must address. A common mistake is to develop and track an overwhelming number of strategies. Try to limit measurement to feasible, practical, and few measures in key elements of the process.

Employee Engagement Strategies

Using a combination of employee engagement options is the best way to gather a breadth of employee input and feedback at various points of the WFP process. This is particularly important when you're identifying gap-closing strategies that will directly impact employees, such as reengineering the work they do. These participating employees will also become more familiar with WFP activities, actions, tasks and outcomes.

You can share information and gather employee feedback via online surveys, email or by conducting group discussions. For examples on how to collect employee feedback, see the [*Environmental Scan and SWOT Analysis Tool Kit*](#).

Tool 4 – Developing a WFP Implementation Timeline

You'll need to consider how far into the future to project your Workforce Planning. This includes balancing the certainty of short-range planning against the need to plan for longer-range objectives.

Longer time frames may provide more flexibility in planning workforce transitions, but will require regular validation of your analysis of future workforce needs. Using a shorter time frame runs the risk of requiring more drastic workforce transition management, and failing to consider changes that will occur farther in the future than your plan.

A one to three year time frame for Workforce Planning generally will provide a reasonable balance between the two extremes. A good way to determine your WFP timeline is to link it to the timelines in your agency's strategic plan.

On the next four pages, you'll find a [Worksheet for Building your WFP Timeline](#); a [Sample Workforce Planning Gantt Chart](#); and a [Sample WFP Timeline with JDAI Program Reform Steps](#).



Worksheet: Four Steps to Building your WFP Timeline

Phase I – Determine these Dates before Beginning WFP Steps 1-3

Identify Critical Dates: Deadlines and dates that are known and will definitely have an impact on your overall WFP timeline.		
Sample Critical Deadlines	Actual Agency Deadline	Actual Date
Upcoming workforce gaps – large-scale retirements or layoffs.		
Specific dates by which workforce gap(s) must be closed.		
Court-dictated deadlines.		
Political dates/deadlines that may impact leadership, budgets.		
Critical resource deadlines – determine whether/when key people may leave, or for how long key contractors may be available.		
Identify Key Dates in Agency's Strategic Plan: If these dates change (due to unanticipated customer, leadership, or legislative changes), you may need to adjust your WFP timeline.		
Strategic Planning Date/Date Changes	Actual Agency Deadline	Actual Date

Phase II – Determine these Dates before Beginning WFP Steps 4 & 5

Determine Appropriate Order of Gap-Closing Strategies: Use HR expertise to coordinate Gap-Closing Strategies		
Gap-Closing Strategies	Actual Agency Deadline	Actual Date
Overall WFP Completion Dates	Actual Agency Deadline	Actual Date



Tasks/Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Strategy																										
ID Oversight Team																										
Conduct Meetings																										
Obtain Organizational Buy-in																										
Finalize and Publicize																										
Data Collection																										
Assign Responsibility																										
Gather Available Information																										
Design, Conduct, Analyze EE Survey																										
EE Focus Groups																										
Analyze Turnover & Costs																										
Analyze EIS Results																										
Work Reengineering Study																										
Identify Current & Future Competencies																										
Identify Workload/Staffing ratios																										
Data Analysis																										
Identify Workload, Workforce and Competency Gaps																										
Implementation																										
H.R. Reengineering																										
Employee Engagement Strategy																										
Recruitment & Selection Option																										
Performance Management Option																										
Professional Development Option																										
Retention Management Option																										
Succession Management Option																										
Implement Workforce Plan																										
HR Reengineering																										
Implement Employee Engagement																										
Implement Recruitment & Selection																										
Implement Performance Management																										
Implement Professional Development																										
Implement Retention Management																										
Evaluation																										
Evaluate impact of Strategies and Actions. Revise WFP planning and implementation as necessary																										

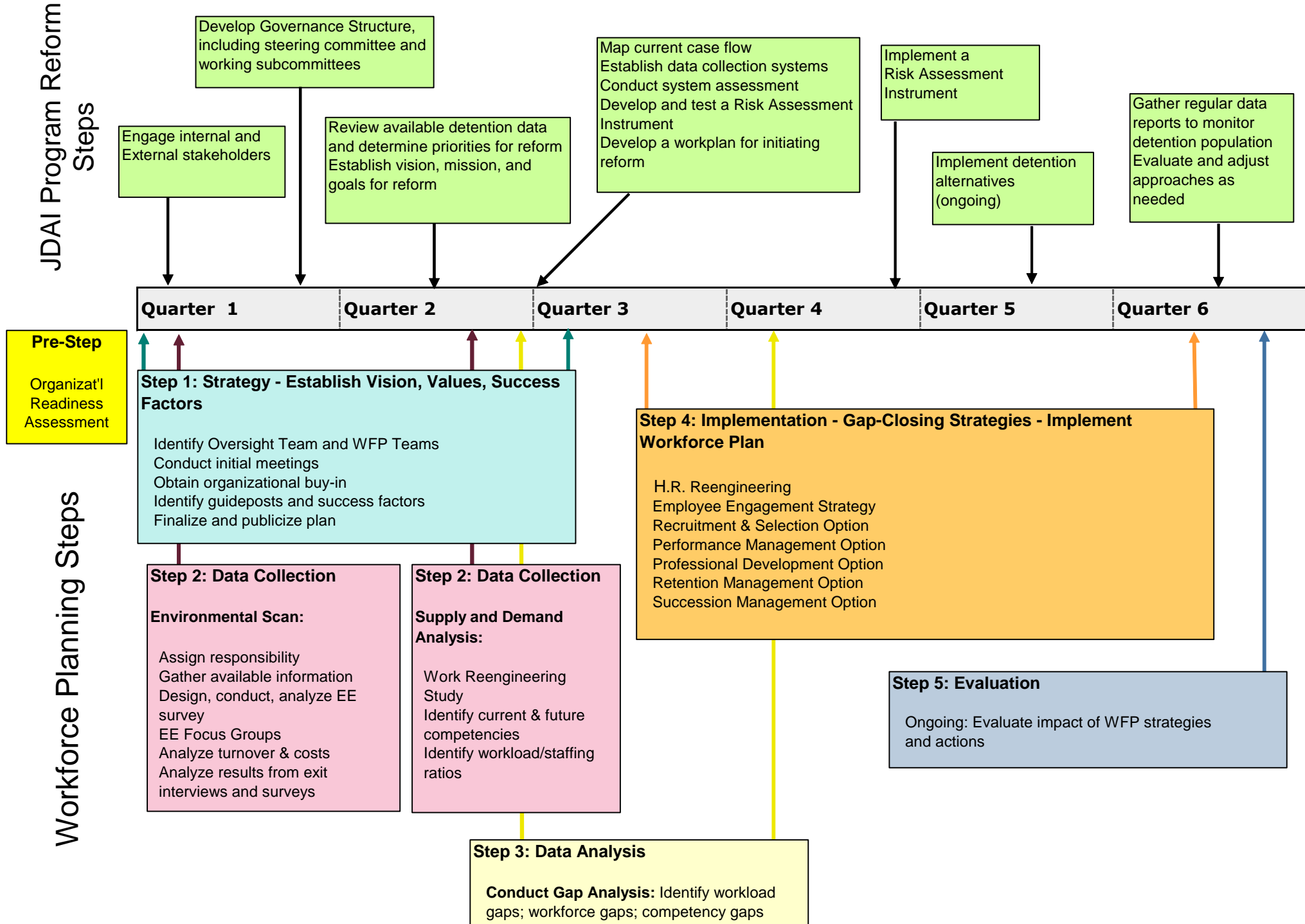
Sample Workforce Planning Timeline Gantt Chart – Weeks 27-52

Tasks/Weeks	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
Strategy																										
ID Oversight Team																										
Conduct Meetings																										
Obtain Organizational Buy-in																										
Finalize and Publicize																										
Data Collection																										
Assign Responsibility																										
Gather Available Information																										
Design, Conduct, Analyze EE Survey																										
EE Focus Groups																										
Analyze Turnover & Costs																										
Analyze EIS Results																										
Work Reengineering Study																										
Identify Current & Future Competencies																										
Identify Workload/Staffing ratios																										
Data Analysis																										
Identify Workload, Workforce and Competency Gaps																										
Implementation																										
H.R. Reengineering																										
Employee Engagement Strategy																										
Recruitment & Selection Option																										
Performance Management Option																										
Professional Development Option																										
Retention Management Option																										
Succession Management Option																										
Implement Workforce Plan																										
HR Reengineering																										
Implement Employee Engagement																										
Implement Recruitment & Selection																										
Implement Performance Management																										
Implement Professional Development																										
Implement Retention Management																										
Evaluation																										
Evaluate impact of Strategies and Actions. Revise WFP planning and implementation as necessary																										

Sample Gantt Chart Key

	Work done by Executive Steering Team, WFP Project Team, Communications Team
	Work done by Project Manager, Data Collection Team, Internal/External Scan Team, Culture Climate Team, Competency Team
	Work done by WFP Project Team, Supply/Demand Analysis Team
	Work done by WFP Project Team, Gap-Closing Implementation Teams
	Work done by WFP Project Team, Evaluation Team

Sample WFP Timeline with JDAI Program Reform Steps



Tool 5 – Developing a Communication Plan for your WFP Implementation

The objectives of developing a communication plan for your Workforce Planning implementation are to:

- Obtain support for the WFP process.
- Involve parties in the WFP process.
- Create a sense of urgency about implementing WFP.
- Facilitate conversations about WFP.
- Solicit feedback about the WFP process.
- Promote desired behaviors, organizational values and culture.

Guidelines

You'll need to communicate the objectives of your workforce plan, as well as its elements, to all employees. Your communication strategy should include:

- Why you're engaged in Workforce Planning.
- How you developed your workforce plan.
- How you'll apply your workforce plan across your agency.
- How your workforce plan will affect staff.

Tips for Communicating Change

- Ask people for their opinion before you implement change.
- Be thoroughly familiar with what you are communicating so that you can summarize it in a short sentence.
- Explain WFP changes in language that people understand.
- Explain changes in terms of how it will affect them rather than what's in it for your agency.
- Anticipate how people will react, the questions they'll raise and the issues that may result. Design your communication to answer those concerns immediately.
- Expect WFP changes to generate a corps of resisters and appreciate them. In addition to encouraging them to participate in the implementation of the change, listen to what they have to say.
- Identify the people in your community who you can go to for advice regarding new ideas.
- Be direct in stating the change and explaining the rationale for the change in relation to the overall goals you wish to achieve.
- Keep communicating about the change after it has been made. Recognize and celebrate its successful implementation.

Your Communication Sub-Team will manage the WFP communication process:

- Develop a communication timetable for ensuring periodic, timely updates on the process of the Workforce Planning project.
- Inform staff through newsletters, town hall meetings and staff meetings.
- Share the vision created in your strategic plan and how that relates to your workforce plan.

- Provide online access to data.
- Employee newsletter – include a strategic planning column with regular updates, solicit input
- Post updates in prominent, well traveled work locations.
- Publicly recognize those involved with the WFP process.
- You may be able to take advantage of strategic and budgetary processes your agency already has in place – these may include regular reporting requirements. You can piggy-back your WFP communications onto these processes as a way to share Workforce Planning data.

On the next four pages you'll find:

- [Sample Communication Plan Outline](#)
- [Worksheet: Communication Plan Steps/Events Sequence](#)
- [Communication Plan Steps Aligned with Workforce Planning Steps](#)



Sample Communication Plan Outline

Major Objectives: Inform stakeholders about the purpose and objectives of the workforce plan in general and about the specific contents of the workforce plan.

Key Audiences:

- Directors/Top Management
- Line managers
- Employees
- HR professionals
- Union officials

Key Messages:

- Workforce Planning involves assessing future HR needs and determining the competencies needed in the future.
- WFP is driven by strategic objectives.
- WFP process is flexible in that as conditions impact objectives and HR needs change, the WFP will be changed accordingly.

The WFP Policy Statement:

Launch the Workforce Planning process by having the head of your agency issue a policy statement that includes:

- The reasons for doing Workforce Planning and its role in the agency's overall strategic plan.
- Critical success factors.
- Overview of the WFP process.
- Roles and responsibilities.



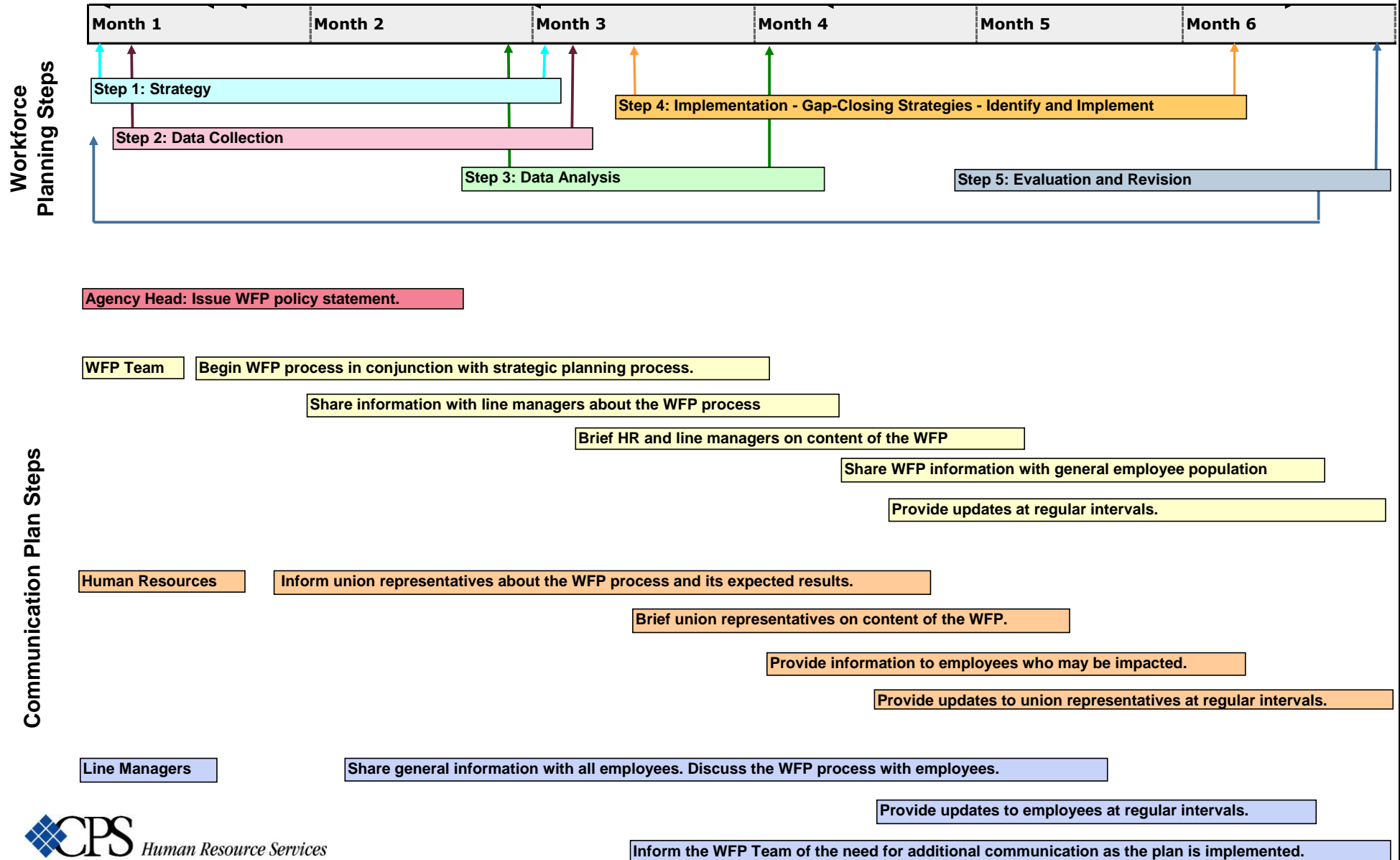
Worksheet: Communication Plan Steps/Events Sequence

Step No.	WFP Member	Step	Format	Date/Date Range
1	<ul style="list-style-type: none"> Agency Head 	Issue WFP policy statement.	<ul style="list-style-type: none"> Press Release Town Hall Meeting 	Weeks 1-9
2	<ul style="list-style-type: none"> WFP Project Team Executive Steering Team 	Begin WFP process in conjunction with strategic planning process. If strategic plan exists, review to link it to Workforce Planning.	<ul style="list-style-type: none"> Meeting 	Weeks 1-9
3	<ul style="list-style-type: none"> Executive Sponsor WFP Project Manager 	Develop Communication strategy.	<ul style="list-style-type: none"> Communication Sub-Team meeting 	Weeks 1-9
4	<ul style="list-style-type: none"> HR Executive Sponsor 	Inform union representatives about the WFP process and its expected results.	<ul style="list-style-type: none"> Meeting 	Week 9
5	<ul style="list-style-type: none"> Executive Steering Team 	Share information with line managers about the WFP process including intent, methodology, planning cycle and expected results and the need for their participation and for some of their staff to participate on sub-teams.	<ul style="list-style-type: none"> Meetings Newsletters Emails 	Week 8
6	<ul style="list-style-type: none"> Line Managers 	Use the information to discuss the WFP process with employees. Share general information with all employees about the initiative to ensure that they understand what WFP is and why the agency is doing it. Also, solicit volunteers for sub-team work.	<ul style="list-style-type: none"> Staff Meetings 	Week 10
7	<ul style="list-style-type: none"> WFP Team WFP Project Manager 	Brief Executive sponsor on the status of Workforce Planning.	<ul style="list-style-type: none"> Report 	Weekly
8	<ul style="list-style-type: none"> HR Executive Sponsor 	Brief union representatives on the status of Workforce Planning.	<ul style="list-style-type: none"> As-needed meetings 	Minimum quarterly
9	<ul style="list-style-type: none"> WFP Project Team Executive Sponsor WFP Project Manager 	Provide information to Executive Steering Team regarding who may be impacted and about projected gaps and surpluses in the plan and gap-closing strategies.	<ul style="list-style-type: none"> Presentation 	Week 12

Step No.	WFP Member	Step	Format	Date/Date Range
10	<ul style="list-style-type: none"> Executive Sponsor WFP Manager 	Communicate the details of the workforce plan to line managers in target/impacted groups to make sure they understand the challenges the agency faces, the strategies that have been developed, and the action items related to their program areas. Implementation strategy.	<ul style="list-style-type: none"> Meeting 	Week 16
11	<ul style="list-style-type: none"> Communication Sub-Team 	Share WFP information with general employee population including competency requirements.	<ul style="list-style-type: none"> Newsletters Emails Town Hall Meetings 	Week 18
12	<ul style="list-style-type: none"> Communication Sub-Team 	Communicate Implementation steps in gap-closing strategies.	<ul style="list-style-type: none"> Newsletters Emails Town Hall Meetings 	Week 24
13	<ul style="list-style-type: none"> Executive Sponsor HR 	Provide updates to union representatives at regular intervals.	<ul style="list-style-type: none"> Meeting 	Quarterly
14	<ul style="list-style-type: none"> WFP Project Team WFP Manager 	Provide updates to line managers on implementation of WFP gap-closing strategies.	<ul style="list-style-type: none"> Reports Meetings 	Quarterly
15	<ul style="list-style-type: none"> Line Managers 	Provide updates to employees at regular intervals. Inform the WFP Team of the need for additional communication as the plan is implemented.	<ul style="list-style-type: none"> Staff meetings 	On going
16	<ul style="list-style-type: none"> Communication Sub-Team 	Provide agency wide update on the plan and the evaluation process.	<ul style="list-style-type: none"> Newsletters Emails Town Hall Meetings 	Quarterly



Sample Gantt Chart: Communication Plan Steps Aligned with WFP Steps



Appendix A – Conducting Effective and Efficient Meetings

The most productive meetings are those that are run effectively and efficiently. Below are some universal tips to help any meeting run more smoothly.

1. Distribute the agenda prior to the meeting. Define the purpose of the meeting, list the agenda items and time allotments, and include any reference materials that should be reviewed prior to the meeting.
2. Write the agenda and meeting goals on a blackboard or flipchart in the meeting room. This will help keep the team members focused on the tasks at hand. Follow the agenda, start on time and end on time.
3. Your meeting should have a facilitator, either the meeting leader or another designated individual. The role of the facilitator is to keep the discussion focused on the topic, stay on the agenda, and stay on time. It would be very easy for a meeting on workforce planning to turn into a meeting with participants discussing everything about the organization. The facilitator controls the meeting by establishing time limits, listing specific agenda items, defining the purpose of the meeting, and controlling the discussions.
4. Make introductions, have team members introduce themselves and tell where they work or what they do.
5. Use a warm-up activity, sometimes called an icebreaker. This activity serves two purposes, 1) it promotes participation and communication, and 2) it encourages team work and team building.
6. Have the team members develop and agree upon meeting ground rules. These agreements establish norms for participant behavior and define how the meeting will be conducted.
7. Encourage participation from all team members and ensure that no one team member dominates the discussion. Brainstorming can be used to generate ideas, remember that during brainstorming ideas should not be evaluated or criticized.
8. Determine how decisions will be made. There are a number of methods to make decisions ranging from voting to building consensus. A majority vote decision method requires support from more than 50 percent of the members of the group and can be accomplished through voting, either by a show of hands or written secret ballot. The following prioritization techniques can also be used to arrive at the option that the majority supports:
 - Give each person in the group five sticky dots and have them place the dots beside the options they prefer. They can choose five individual options or place multiple dots on an option they feel strongly about. The option with the greatest number of dots will determine the course of action.
 - Participants are asked to rank the options using a scale of 1 to 5, where 5 points represents their first choice, 4 their second choice, etc. The desired option is the one that accumulates the highest total score.

- When simple voting may result in some unhappy team members, a consensus decision method strives to avoid "winners" and "losers". Consensus requires that a majority approve a given course of action, but that the minority agree to go along with the course of action. All team members don't need to favor the decision, but all team members need to be able to live with the decision and support it.
9. Keep the discussion focused on the agenda items to avoid investing time where team members discuss items that are extraneous to the agenda. The comments may be interesting, but they are not likely productive to the meeting's goals.
 10. Park issues that are important, but unrelated to the specific agenda in a "Parking Lot" by recording them on the flipchart or blackboard for future consideration or agendas.
 11. Prior to adjourning the meeting summarize the results and conclusions from the meeting; record any actions or assignments, who is responsible to complete them, and timeline for each action.
 12. Use a check-out to end the meeting. A check-out is an opportunity for team members to share their thoughts on how the meeting went, what worked well and what could be done to improve future meetings.

Sample Meeting Ground Rules

Teams should develop ground rules that define how members want the meeting to be conducted. Ground rules help promote meeting efficiency and member participation. The ground rules should be developed and agreed upon by the team members at the start of the meeting. Ten of the most common meeting ground rules include:

1. Respect each other and refrain from making personal attacks.
2. Acknowledge that it is OK to disagree.
3. Listen to others, don't interrupt.
4. Everyone participates; no one dominates, value the diversity of team members.
5. Honor time limits: be on time, start on time, end on time
6. Recognize that all ideas are potentially good ideas, don't rush to evaluate suggestions; keep an open mind.
7. Stick to the agenda – stay on task. Usually the meeting leader or another designated individual serves as a facilitator and is responsible for facilitating the meeting and keeping it on task and on time.
8. Be prepared for the meeting by reviewing materials distributed beforehand and bringing any requested materials with you
9. Respect confidentiality, what is said in the meeting should stay in the meeting.
10. Make arrangements to not be interrupted during the meeting; turn off cell phones.

Appendix B – Further Reading

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www.hhs.gov/ohr/workforce/wfpguide.html

U.S. Office of Personnel Management. HCAAF Resource Center.
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